

## Summary Response to Myrtice Landers' Allegations

### Persons Interviewed:

Steve Horton (Associate Director of Athletics/Compliance)

Jason Linders (Assistant Director of Athletics/Football Student-Athlete Development)

Ashley Chaffin (Academic Advisor)

Stephen Jones (Graduate Academic Coordinator)

Kris Stubbs (Graduate Academic Coordinator)

Robert Sullins (Dean of Undergraduate Studies/FAR)

Doug Woolard (Director of Athletics)

Justin Miller (Former Assistant Director of Athletics/Academics)

Amy Perkins (Associate Director of Athletics/SWA)

Myrtice Landers (Former Academic Advisor) - Replied stating that she didn't have anything else to add.

Al Gentilini (Former Academic Advisor)-Interviewed with Steve Horton on August 9, 2010. He was also contacted on September 28, 2010 and stated that he had nothing additional to add.

Courtney Lewellen-(Former Academic Advisor)-Interviewed with Steve Horton on August 9, 2010. Offered a follow-up interview and did not reply to the request.

The University of South Florida ("USF") received a letter from Ms. Landers' attorney on her behalf, dated August 12, 2010, in which she made allegations of possible NCAA violations. A complete review under normal policies and procedures was conducted by Assistant Director of Athletics, Richard Stumpf, Esq., an impartial member of the USF Compliance Office, who was not included or named in any of the allegations put forth. Associate General Counsel, Colin Mailloux, Esq., was present during the interviews to provide legal counsel with regard to process, policy, and procedure as necessary, and to observe interviews. In addition, Senior Associate Commissioner for Compliance and Governance for the Big East Conference, Joseph D'Antonio Jr., Esq., was in attendance for all interviews and to impartially observe and advise with regard to process and procedure.

The following determinations were made following the review:

1. An allegation was made that Amy Perkins gave books to a non-scholarship student-athlete ("SA").
  - Contrary to the allegation, the review found no evidence that Amy Perkins had given textbooks to a non-scholarship student-athlete ("SA"). Ms. Perkins believes Ms. Landers "overheard" her giving a textbook to a non-scholarship SA for use during a tutoring session, which is permitted under Bylaw 16.3.1.1.
2. An allegation was made that Steve Horton, Amy Perkins, Justin Miller, Al Gentilini, and Courtney Lewellen had given books to non-scholarship SA's.
  - Contrary to the allegation, the review found no evidence that Amy Perkins, Justin Miller, or Steve Horton gave textbooks to non-scholarship SA's. During a previous interview with Steve Horton, prior to receiving Ms. Landers' letter, Mr. Gentilini and Ms. Lewellen (both former

employees) indicated that they had given out textbooks to a non-scholarship SA a number of years ago for a short duration, but couldn't remember when or to whom. Outside of Ms. Landers' letter, none of the other interviewees had knowledge of any staff member impermissibly giving textbooks to a non-scholarship SA. Additionally, this information was forwarded to the NCAA.

3. General allegations were made that the department had an overall compliance problem.
  - Contrary to the allegation, the review found a culture of compliance and no evidence of an overall compliance problem.
4. An allegation was made that non-scholarship SA's were impermissibly given books in the Summer 2010 semester.
  - Contrary to the allegation, the review found that non-scholarship SA's were not impermissibly given textbooks. The USF Bookstore inadvertently used a list generated by the Office of Student Orientation, rather than using the list from the Compliance Office, to ascertain those SA's who were on scholarship (including books). It was an incorrect list and contained a number of athletes who were not entitled to books. When the error was discovered, the Compliance Office placed the book charge on the SA's university account and the SA's paid for the books themselves. Athletics did not pay for the books.
5. There was an allegation of misuse of a book library.
  - Contrary to the allegation, the review found no evidence of a violation occurring with regard to the library. There was a book library, which was phased out during the spring 2010 semester. Advisors allowed tutors to use books from the library during tutoring sessions, which is permitted under Bylaw 16.3.1.1
6. An allegation was made as to SA's impermissibly keeping books at the end of the semester.
  - Contrary to the allegation, a SA is permitted under NCAA rules to retain books. In order to mitigate costs, Athletics has a policy requiring scholarship SA's to return their books at the end of the semester. If a book is not returned, a charge is placed on the SA's account. Interviewees confirmed that there was a book return list to check against and it was completed by the advisors. The Compliance Office now oversees the return of all books.
7. An allegation was made that SA's may have taken books out of a book bin, which is used to collect books at the end of the semester.
  - Contrary to the allegation, the review found no evidence of anyone taking books out of the book bin. Academic advisors collected books at end of semester and placed them into the bin for return to the USF Bookstore. The Compliance Office has overtaken this responsibility in order to better streamline the process.

8. An allegation was made that the SA Apple laptop program was being administered in an inappropriate way.
  - Contrary to the allegation, all SA's (scholarship and non-scholarship) are provided APPLE laptop computers on an "issuance and retrieval" basis (semester by semester). This policy was reviewed prior to implementation by both the NCAA and the BIG EAST Conference, and Athletics has written confirmation that this arrangement is permitted under NCAA Bylaw 16.3.1.1.1(a) and does not constitute an "extra benefit." In addition, Athletics has held SA's accountable for computer damages and missing components and the Compliance Office has added the appropriate charges to the athlete's account.
  
9. An allegation was made that SA's impermissibly received scholarship funds during the Summer 2010 semester.
  - All Summer 2010 scholarship distributions were reviewed and no NCAA violations were found. Athletes are permitted to receive athletic financial aid in the summer "only in proportion to the amount of athletically related financial aid received by the student-athlete during the student-athlete's previous academic year." (Bylaw 15.2.8.1.2) A number of softball SA's were awarded financial aid in the summer and met this requirement. However, the Head Softball Coach wanted these SA's to only receive financial aid to cover the cost of their tuition, which would be less than the maximum permitted amount. No softball SA's received any impermissible scholarship funds.
  
10. An allegation was made that Justin Miller exercised inappropriate administrative conduct.
  - Contrary to the allegation, the review found no evidence of Justin Miller ever exercising inappropriate administrative conduct or violating any other section, of NCAA Bylaw 10.1 [Unethical Conduct]. In fact, Robert Sullins, Dean of Undergraduate Studies and Faculty Athletic Representative, stated that he has never received a report nor was he aware of any professors alleging any interference from an Athletic Department staff member. The University has a detailed process with regard to grade change requests that every student may avail themselves of.
  
11. An allegation was made that it is impermissible to test an athlete for a learning disability.
  - Testing for a learning disability is permitted under Bylaws 16.3.1.1 and 16.12, and payment for the test is permitted by the BIG EAST Conference administered Student-Athlete Opportunity Fund (SAOF). A determination as to whether or not any student has a learning disability is made by the Office of Student Disability Services.
  
12. An allegation was made that SA's were using a fax machine for personal use.
  - Use of a fax machine for academic issues is permitted under Bylaw 16.3.1.1.1(b). The review found no evidence of "personal use" by SA's; however, additional measures will be taken to prevent the potential for abuse.

13. An allegation was made as to improper software installation on SA's laptops.
  - It is permissible to install free software on computers that are the property of the Athletic Department and are used for academic support. (Bylaw 16.3.1.1.1) The review found that Justin Miller did install free security software on women's basketball player [REDACTED] University issued APPLE laptop in order to make it run more efficiently. Additionally, there is no evidence of staff members installing paid software on SA's personal laptops.
14. An allegation was made that it is impermissible to pay for graduate entrance exams.
  - In fact, payment for graduate entrance exams is permitted under Bylaws 16.3.1.1 and 16.12 and payment for such expenses is permitted by the BIG EAST Conference administered Student-Athlete Opportunity Fund (SAOF).
15. An allegation was made that it is impermissible to have an academic boot camp for SA's.
  - In fact, an academic "boot camp" is permitted under Bylaw 16.3.1.1.
16. An allegation was made that it is impermissible to provide transportation and lunch to SA's during a volunteer experience.
  - In fact, a "volunteer experience," including lunch and transportation, is permitted under Bylaw 12 5.1.1.

Ms. Landers' other allegations were not related to NCAA violations and are therefore outside the scope of this review.

The NCAA was made aware of the allegations and kept apprised of the review process and the outcome. The review found that there was no evidence to support reporting any violations to the NCAA. Lastly, contrary to the allegations, the review found a culture of compliance and a strong commitment to institutional control.

cc: Doug Woolard  
Joseph D'Antonio Jr., Esq.

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**ST. PETERSBURG**  
450 Carillon Parkway  
Suite 120  
St. Petersburg, FL 33716

August 12, 2010

Via Facsimile

Ms. Amy Perkins  
Mr. Robert Sullins  
University of South Florida  
4202 East Fowler Avenue  
Tampa, Florida 33620

RE: *Myrtice Landers*

Dear Ms. Perkins and Mr. Sullins:

In response to your correspondence dated August 4, 2010, attached hereto as Exhibit "A," please find attached nine (9) pages being submitted on Ms. Landers' behalf. Please contact me should you have questions or concerns.

Sincerely,

**FLORIN ROEBIG, P.A.**



**WIL H. FLORIN, ESQUIRE**

Enclosure  
WHF: lck

cc: Office of the General Counsel

  
UNIVERSITY OF  
SOUTH FLORIDA

August 4, 2010

VIA OVERNIGHT MAIL

Myrtice Landers  
18310 Weyburne Avenue  
Tampa, Florida 33647

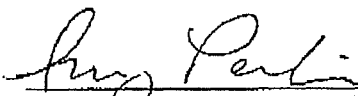
Dear Ms. Landers:

We have seen references in your press release issued on July 29, 2010 that you are aware of "numerous similarly-situated white employees" who committed "both similar and more egregious NCAA rules violations" but were not disciplined, and that such acts were not self-reported to the NCAA. Because the University is committed to NCAA compliance and takes all allegations of NCAA rules violations seriously, we ask that you provide us with the names of these similarly situated employees and the acts which they allegedly committed in violation of NCAA rules.

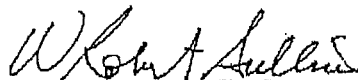
We further remind you that as an employee of USF, you have an obligation to report any such NCAA rules violations, as evidenced by USF's annual NCAA Certification of Compliance for Staff Members of Athletics Departments.

Please provide this information to us no later than Thursday, August 12, 2010. Your response may be a factor in reaching a final decision on your proposed dismissal. You will remain on administrative leave pending final action.

Sincerely,

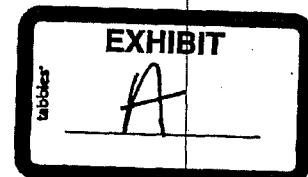


Amy Perkins  
Associate Athletic Director/SWA



Robert Sullins  
Dean of Undergraduate Studies

cc: Wil Florin, Esquire



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In response to your correspondence dated August 4, 2010, the following is a detailed account of Myrtice Landers' allegations of disparate treatment regarding NCAA infractions committed by similarly situated white employees, all of whom have either direct or dual reporting responsibility to Athletic Director, Doug Woolard.

**I. Myrtice Landers**

On July 21, 2010, twenty-nine years and one month after Myrtice Landers first began her career with the University of South Florida, Ms. Landers' supervisor, Associate Athletic Director, Amy Perkins, told Ms. Landers she was being terminated for having inadvertently given textbooks to a non-scholarship student-athlete – something that had been done by *every one* of Ms. Landers' peers as Academic Advisors in the Department of Athletics, as well as Department of Athletics supervisors and managers, Justin Miller, Assistant Athletic Director; Amy Perkins, Associate Athletic Director; and Steve Horton, the Associate Athletic Director of Compliance, all white employees, and even at times intentionally. Ms. Perkins instructed Ms. Landers that Gale Ona, a Human Resources Representative, was waiting to escort her from the building. Ms. Ona then confiscated Ms. Landers' laptop and keys, inactivated her ID badge, and escorted from the building. Ms. Landers' name has since been removed from the Athletic Department staff directory.

Apparently, Myrtice Landers, who was eleven months short of being

fully vested in USF's retirement program, had committed a secondary NCAA violation, defined as "inadvertent and isolated," resulting in her termination. The Compliance Division of the Department of Athletics self-reported this secondary violation to the NCAA as an inadvertent and isolated violation of Bylaw 16.11.2.1, which states, "The student-athlete shall not receive any extra benefit. The term 'extra benefit' refers to any special arrangement by an institutional employee or representative of the institution's athletics interests to provide the student-athlete or his or her relatives or friends with a benefit not expressly authorized by NCAA legislation."

That same day, when Al Gentilini, fellow Academic Advisor for Athletics, learned of the reason for Ms. Landers' termination at a meeting called by Assistant Athletic Director Justin Miller to inform the staff of Ms. Landers' termination, he questioned, "Don't we all do that?" Even more shocking, Ms. Perkins, who reports directly to Athletic Director Doug Woolard, specifically told Ms. Landers' that she had *intentionally* given textbooks to a non-scholarship student-athlete who was experiencing a "hardship," arguably making this action a major violation because it is no longer inadvertent. In fact, Steve Horton, Associate Athletic Director of Compliance who also reports directly to Doug Woolard, knew that Amy Perkins; Justin Miller; Al Gentilini; Courtney Lewellen, fellow Academic Advisor for Athletics; and even Horton himself, had *all* violated the same NCAA Bylaw, even intentionally, or given authority for such violations to be committed; however, none of these infractions were reported to the NCAA, nor was any other action taken. This information regarding white employees committing the same violation was given to Mr. Horton by white employees in tape-recorded interviews. Somehow, in the eyes of the Department of Athletics, Ms. Landers' situation was different.

The Athletic Director, Doug Woolard, is intimately involved in the decisions made within his department and is ultimately responsible for the institutional control of the Department. In fact, Mr.

Woolard meets every Tuesday with Ms. Perkins and Mr. Horton to discuss advising and compliance issues. This compliance problem is so rampant and widespread, Mr. Woolard knows, or at the very least should know, about this issue. If he does not, it is clear and convincing evidence of a lack of institutional control. Although organizationally Ms. Landers is under the reporting structure of Robert Sullins, Dean of Undergraduate Students, she maintains a secondary reporting responsibility to Mr. Woolard as the Director of Athletics for situations such as NCAA compliance, as evidenced by Exhibit "A," attached hereo.

It is not Ms. Landers' intention that her peers should be disciplined; rather, this response to your correspondence is to point out the severe lack of institutional control in the Department of Athletics. Since Ms. Landers' allegations have become public, both Mr. Miller and Ms. Lewellen have voluntarily submitted their resignations. All of this begs the obvious questions – why was Myrtice Landers singled out? What is different about Myrtice Landers? The answer is simple – Myrtice Landers is black.<sup>1</sup>

## **II. USF Department of Athletics Book Distribution "Policy"**

As part of the NCAA report, it was noted that Ms. Landers' actions were "outside of the athletic department book distribution policy." Despite the fact that the Department of Athletics claims to have instituted a new "policy" for the Spring 2010 semester, the "policy" outside of which Ms. Landers is said to have operated, it is well-known to the entire Department of Athletics Academic Enrichment Center, as well as Compliance, that the term "policy" is a formality at best – textbook distribution and collection is not now, nor has it ever been, a formalized, standardized or consistent process, and has created confusion and resulted in widespread errors.

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<sup>1</sup> In her six years as one of the Academic Advisors for the Department of Athletics, Ms. Landers has been the only black employee to hold that position.

Generally, Compliance produces a list of scholarship student-athletes, and the Academic Advisors for the Department of Athletics go to the USF bookstore to box the books. The boxes of books are then given to the scholarship student-athletes. Interestingly enough, just this Summer 2010 semester, due to an error on the list of scholarship student-athletes generated by Compliance, several non-scholarship student-athletes were given textbooks, and the list contained the name of a student-athlete who was not even enrolled at USF yet. This was known by Mr. Miller, Ms. Perkins and Compliance; however, it was not reported to the NCAA nor was any disciplinary action taken.

When a student-athlete enrolls *after* the book distribution process has occurred, or if a necessary textbook was not included in a student's box of books, there are several different ways in which the Academic Advisors get books for the students. One such method is for the Academic Advisor to print a copy of the student's schedule, sign it, and instruct the student to take it to the bookstore, where the order will be filled without question.

Another method is closely related to the book return process. When books are returned to the Department of Athletics by a scholarship student-athlete during the semester because a course has been dropped, those books are put on a table or a shelf. This results in the accumulation of books in the Athletic Department. Because it is the policy of the Department of Athletics to get a student his or her books as soon as possible so the student does not fall behind in class, and because the bookstore often has a 24-hour turn-around time, the books that have been returned by students and placed on the table or the shelf are often given to another scholarship student-athlete who has newly enrolled at USF or in a new class. This is exactly what Ms. Landers did when [REDACTED] enrolled at USF for the Spring semester of 2010 after textbook distribution had occurred because the Athletic Department had copies of the books needed by [REDACTED] and because Ms. Landers believed [REDACTED] to be a scholarship student, as she was when she initially visited USF and Ms.

Landers during her recruiting visit.

The textbook distribution and return processes reflect a serious lack of institutional control in the Athletic Department. For example, at the end of the semester when student-athletes return their books to the Athletic Department, in many cases there is no invoice, no receipt, no list to which the Academic Advisors can refer to ensure that the student is returning all books. It is unknown whether the student-athlete has returned all books to the Athletic Department. In fact, it is common for student-athletes to return books a semester or two after they were finished with them.

These books are then put into a large bin that sits in the hallway. Although it is obvious that the bin, which should be filling, depletes instead, no questions are asked and the bin is not moved to a secure location. No one knows what books were in the bin, where they have gone or who took them, but it is known that they can easily be returned to the bookstore for money by anyone.

### **III. Further Racial Discrimination**

Even though Ms. Landers was the Academic Advisor responsible for the Women's Basketball Team, and routinely meets with *all* recruits during their visits to discuss the academic portion of USF, when recruit [REDACTED], a white female, came to visit, she met instead with Ms. Perkins, a white female. [REDACTED] was an honor student with high academics. When Ms. Landers asked why she was not involved with the process for this particular student, she was told that the Athletic Department simply needed another "type" of person to speak to [REDACTED]. This is the only time Ms. Perkins has ever handled a recruiting visit outside of her assigned sports. Mr. Woolard knew, or should have known, of this modification by virtue of his regular meetings with Ms. Perkins.

In addition, although the white Academic Advisors for Athletics receive regular employment evaluations, Ms. Landers has received only one in the six years she has been there. In fact, all the

white Academic Advisors for Athletics received evaluations this year but Ms. Landers. Mr. Woolard knew, or should have known, of this modification by virtue of his regular meetings with Ms. Perkins.

#### **IV. Extra Benefits? Apple Laptop Computers and Components**

The NCAA broadly defines "extra benefit," and there is no minimum financial threshold to qualify as an "extra benefit." Some examples of extra benefits are purchasing meals/drinks/snacks for student-athletes; allowing student-athletes to make long distance calls or send faxes; allowing student-athletes to use private computer facilities; offering special courses for student-athletes; creating special assignments for student-athletes that differ from those required of other students; offering a student athlete an "incomplete" grade or extra credit work; authorizing a grade-change for a student-athlete, unless for a valid, non-athletics-related reason; and visiting a student-athlete in the hospital. The following two sections suggest major violations that were not committed inadvertently.

In a program implemented by Mr. Woolard, every USF student-athlete, scholarship and non-scholarship alike, receive Apple laptop computers each semester, as well as the necessary components and a laptop shoulder bag. USF regards these laptops the same as books, and distribution/return follows the same policy, even though non-scholarship athletes are not entitled to books. The students are told that they will be held responsible for any damage to the laptop, as well as any missing components. However, this is not enforced. When a student returns the laptop, but not the power cord, or not the laptop bag, the student is not charged for the missing components and is issued a full set, including components and bag, the following semester, allowing the student-athlete to retain the components and/or laptop bag and paying for damage repairs that should be the students' responsibility. Although [REDACTED] was not entitled to \$326 worth of textbooks mistakenly given to her by Ms. Landers, she received an Apple laptop and its components for the

semester.

#### V. Other Extra Benefits?

Mr. Woolard knew, or should have known, of the following potential major NCAA violations by virtue of his routine and systematic meetings with Ms. Perkins and Mr. Horton:

- In the Summer 2010 semester, several student-athletes received scholarship funds in error. Rather than make the students pay the funds back, Mr. Woolard, Mr. Horton and Ms. Perkins devised a plan to allow the students keep the money. After-the-fact, they classified those funds as partial scholarships to provide for room and board or books. However, one such student who received funds in error, and was allowed to keep the money for "room and board," was an international student living with her parents out of the country and taking one on-line course.
- Mr. Woolard receives mid-term and semester-end academic standing reports on student-athletes. An "action plan" is included for those students in peril of losing their eligibility due to academic standing. The action plans include comments such as "working on grade change"; "I'm going to talk to teacher"; and "I'm going to take student to talk to teacher." This process shows Mr. Woolard's knowledge of this process, and his express, or at the very least, implied consent. Mr. Miller is especially notorious for his involvement with student-athletes and their professors. In one semester, he managed to drastically increase the overall GPA of the baseball team by manipulating individual GPAs. To do this, Mr. Miller would himself, or in conjunction with the student, pressure a professor to change an "F" to an "I" (incomplete) so that the grade is not calculated into the GPA; have poor grades overturned; ask a professor for "extra-credit" work to improve the grade because eligibility is in danger; or to instruct a student to drop a course at the point it looks like the student will earn a "D" or an "F." Mr. Miller is known to take this type of action for essentially every student-athlete with poor grades on the teams for which he is responsible. Team coaches are given a

cash incentive for high overall team GPAs. For a semester team GPA over 3.0, the coach receives approximately \$5,000. This results in coaches and assistant coaches asking Mr. Miller directly to work with their student-athletes and professors to increase GPAs.

- Student-athletes are approached by members of the Athletic Department about being tested for a learning disability and told the benefits of qualifying for a learning disability are having more time for a test, possibly having an Athletic Department employee proctor a test and waiving the undergraduate CLAST requirement. This encourages student-athletes to be tested for, and attempt to fail, the learning disability test to protect their eligibility.

- Student-athletes have access to Department of Athletics fax machines for personal use.

- Mr. Miller, who is known to be computer savvy, has performed laptop maintenance for student-athletes on their personal laptops free of charge. One such student is [REDACTED]

- The Department of Athletics pays for all student-athletes to take the GRE, GMAT, CLAST or other USF required exam or graduate entrance exam at their discretion.

- The Department of Athletics held two "boot camp" sessions for student-athletes only to prepare for the USF CLAST exam.

- Mr. Miller took the Women's Basketball Team on a volunteer experience, provided transportation, and took them to an expenses-paid local restaurant for lunch.

## **VI. Conclusion**

The Athletic Director, Doug Woolard, as well as his immediate subordinates Amy Perkins and Justin Miller, all white individuals, knew or should have known of the widespread commission of the same violations, both inadvertent and intentional, being committed by white employees. In

addition, far more egregious conduct by white employees is routinely overlooked and dismissed without any disciplinary action whatsoever. The adverse employment action taken against Myrtice Landers, the only black Academic Advisor for Athletics, is disparate treatment from the way in which white employees are treated, in violation of state and federal laws, and morally reprehensible. At the very least, Ms. Landers deserves the opportunity to finish her career with USF that she began just over twenty-nine years ago.

From: Wilcox, Ralph Sent: Tuesday, August 21, 2007 9:11 PM To: Sullins, Robert; Besterfield, Glen (TAPS); Brigman, Leellen; Debose, Angela (University Registrar); Woolard, Doug; Durham, Delcie (Associate Provost and Graduate Dean)

Cc: Smith, Dwayne (Academic Affairs); Visot, Cynthia; Khator, Suresh; Prevaux, Steven Subject: Actions intended to safeguard academic integrity at the University of South Florida

Dear Colleagues,

Effective immediately, I ask that you assist in implementing the following actions necessary to protecting academic integrity at the University of South Florida:

\* No employee on the USF Department of Athletics' payroll and/or reporting directly to the Department of Athletics and/or affiliated with the Department of Athletics is to teach an academic course, for credit, in which one or more student athletes is enrolled. While the Dean of Undergraduate Studies, the Dean of the Graduate School, and the Registrar will seek to ensure compliance with this guideline, the Director of Intercollegiate Athletics will be responsible for regularly notifying all employees and affiliates of the need for compliance. All USF instructors are expected to meet SACS qualifications and are to be approved by the dean (or her/his designee) of the college in which they are to teach.

\* "Change" access to the BANNER student records system will be limited to authorized users in Academic Affairs. "View only" access may be granted to other appropriately qualified USF employees by the Registrar, consistent with USF guidelines. Those USF employees, in units outside of Academic Affairs, may be considered for access other than "view only" by submitting a request for exception to the Associate Vice President for Enrollment Planning and Management.

\* All USF employees responsible for academic advising (including those offering guidance to coaching staff with regard to admission qualifications of prospective student athletes), and academic progress and compliance will report directly to the Dean of Undergraduate Studies or his designee. On non-academic matters, such personnel funded by the Department of Athletics may have a secondary reporting line to the Director of Athletics.

As you will all agree, nothing can be more important to our University's leadership, the USF's Board of Trustees, the Florida Board of Governors, The Commission on Colleges of the Southern Association of Colleges and Schools, and the National Collegiate Athletic Association than a sustained record of academic integrity.

With the Fall 2007 semester nearly upon us, I ask that you work together to ensure

that each of the aforementioned actions are fully implemented with the least impact on our students whose continued academic progress is of paramount importance. I will ask Dean Sullins to submit a progress report to the Office of the Provost no later than September 30, 2007.

Meanwhile, please do not hesitate to contact me if you have any questions.

Ralph Wilcox · Ralph C. Wilcox, PhD Professor & Vice Provost University of  
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